TOWN COUNCIL

Work Session

Cape Charles Civic Center
January 7, 2016
Immediately Following the Public Hearing

At approximately 6:05 p.m., Mayor George Proto, having established a quorum, called to order the Town Council Work Session. In addition to Mayor Proto, present were Vice Mayor Bannon, Councilmen Bennett and Godwin, and Councilwoman Natali. Councilmen Brown and Wendell were not in attendance. Also in attendance were Town Manager Brent Manuel, Town Clerk Libby Hume and Kyle Meyer, Community Development Administration in the Community Revitalization Office of the Department of Housing and Community Development. There were 38 members of the public in attendance.

Town Manager Brent Manuel thanked the Mayor, Town Council and the general public for attending and added that his former locality was a Virginia Main Street affiliate community. Brent Manuel informed the attendees that an ad hoc organizational committee, consisting of Nan Bennett, Kathleen Coalter, Andrew Follmer, Tammy Holloway, Libby Hume and himself, had been formed to review the process to become an affiliate community, then went on to introduce Kyle Meyer.

Mr. Meyer gave a presentation explaining the National and Virginia Main Street Programs and benefits provided to designated and affiliate communities. (Please see attached.)

A question and answer and discussion period followed. A number of business owners in attendance spoke about the assets of Cape Charles and the Eastern Shore.

Mr. Meyer stated that there were so many small towns in southwestern Virginia. The towns worked together for a coordinated regional effort pulling resources from across their regions to create successful projects such as the "Hometowns of the Clinch" for the Clinch River Valley Initiative and the "Crooked Road" which was a 300+ mile trail across southwestern Virginia showcasing the area as the "Homeplace of Music."

Mr. Meyer added that the designation process was a competitive process and applications were reviewed every two years. Eight applications were reviewed last year and four communities were approved. Mr. Meyer encouraged everyone to attend the National Main Street Now Conference in Milwaukee, WI in May, the Virginia Main Street Conference in Staunton, VA in July and other workshops which were offered throughout the year in various locations.

Mayor Proto thanked Kyle Meyer and all the attendees for coming.

Motion made by Vice Mayor Bannon, seconded by Councilman Bennett, to adjourn the Town Council Work Session. The motion was approved by unanimous vote.

_____
Mayor Proto

_____
Town Clerk

Building Economic Vitality Downtown

January 7, 2016

Kyle H. Meyer
Community Development Specialist
Kyle.meyer@dhcd.virginia.gov
(804) 371-7078

Agenda

- Part 1: What is Main Street?
- Part 2: The Method
- Part 3: Virginia Main Street Services
- Part 4: Q&A

Part 1: What is Main Street?

South Boston, VA

Altavista, VA

What is Main Street?

National Main Street Center

a subsidiary of the National Trust *for* Historic Preservation

- Method for reinvigorating the traditional downtown neighborhood
- Grassroots revitalization strategy

7

MAIN STREET AMERICA™

State Coordinated Program

State Coordinated Program

25 Virginia Main Street Communities

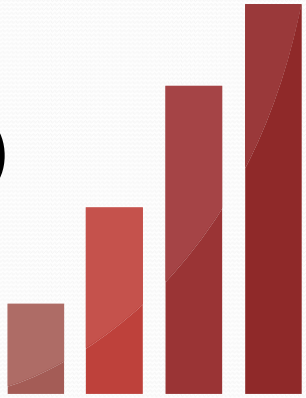
- St. Paul- smallest at 1,000
- Lynchburg- largest at 65,000
- 30 programs since 1985
- Bristol, Farmville, Hopewell, & St. Paul added in 2011
- Ashland & Fredericksburg added in 2013

70 + DHCD Commercial District Affiliates

Net New Businesses since 1985

3,365

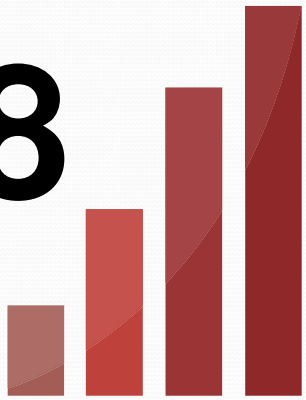
30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities



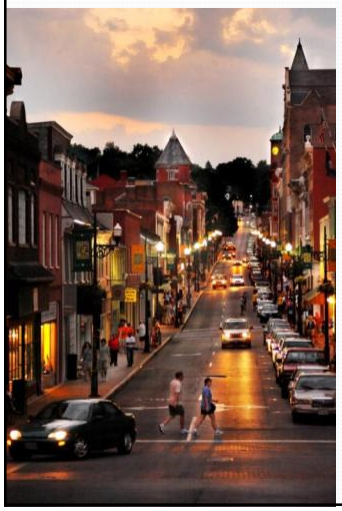
Net New Jobs since 1985

11,908

30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities



What is a vibrant downtown?



- Major employer & economic stimulator
- Strong base for independent businesses
- Heart & center of community activity
- Symbol and representation of a community's quality of life, history, identity, pride and sense of place
- Tourist attraction

What is Main Street?

Advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets:

- Distinctive architecture
- Pedestrian friendly environment
- Cultural center
- Local enterprises
- A sense of community

Outcomes of a Main Street Effort

- Sustainable Development
- Entrepreneurship
- Community pride
- Public/private partnerships
- Vibrancy
- Regional allure
- "**Sense of Place**"

Part 2: The Method

Commercial Development

Peninsula Town Center, Hampton, VA

Commercial Development

Space	• Property development/management
Markets	• Marketing
Business	• Leasing
Partners	• Human/financial resource management

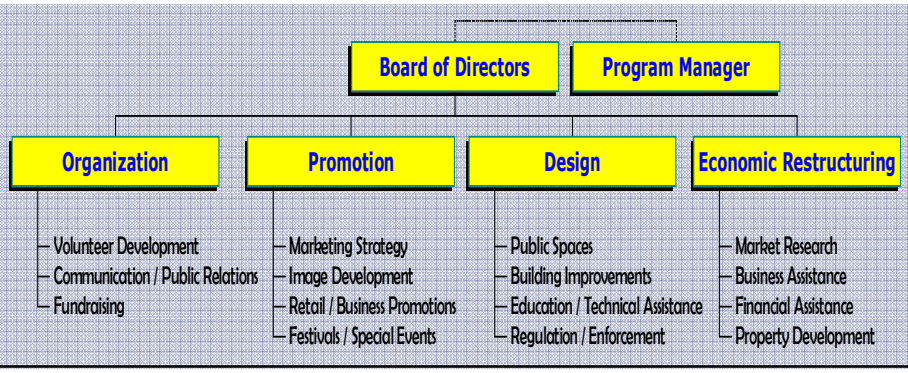
Main Street Four-Point Approach®

Space	• Design
Markets	• Promotion
Business	• Economic Vitality
Partners	• Organization

Take the lead on developing partners by strengthening and leveraging an engaged public

Organizational Structure

- Distinct organization and governing body
- Typically 501(c)3 nonprofit
- Fundraising benefits – tax deductions



Organization

- Set vision/mission/goals/priority activities
- Legal/financial/human management
- Volunteer development
- Fundraising
- Stakeholder and public education
- **Build Partnerships!**

Stakeholders

Why MS Works

Business Owners
Property Owners
Local Government
Residents
Downtown Employees
Utilities
Financial Institutions
E.D. Organizations
Historic Preservationists
Service Organizations
Arts & Cultural Institutions
Local Media
Youth & Schools
Churches
Surrounding Communities
Visitor's Bureau

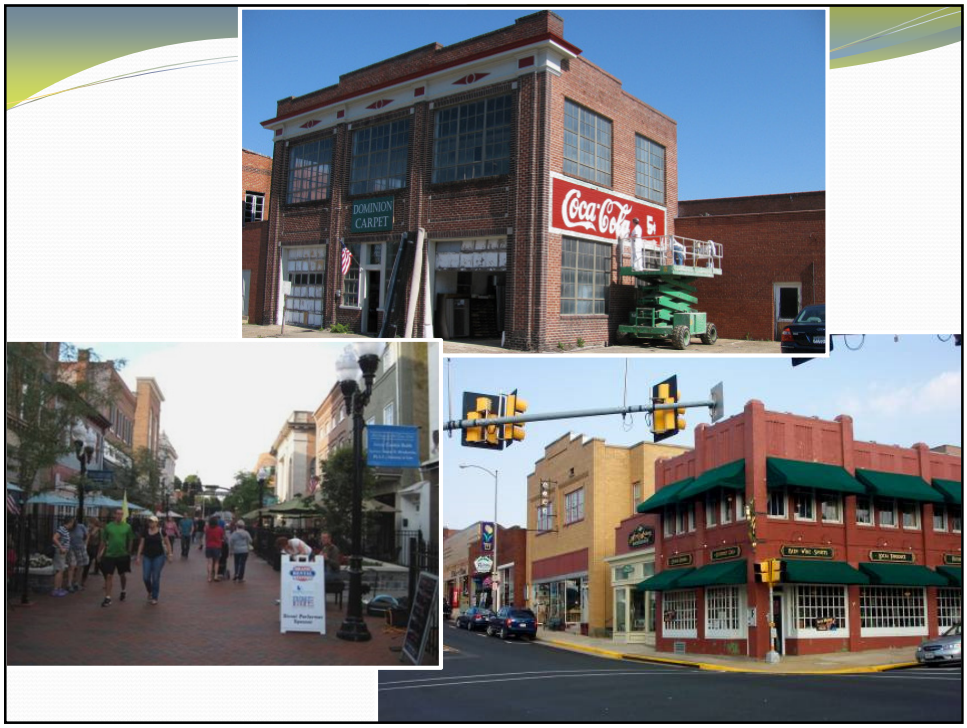
Typical Funding Sources

Town (County)	25-50%
Downtown businesses & building owners	15-20%
Industries & financial institutions/utilities	25-40%
Resident/private citizens	5-10%
Fundraising events (festivals/merchandise)	10-20%

Take the lead on developing space by strengthening and leveraging built history

Design

- Design a dream marketplace
- Façade improvements
- Streetscape projects
- Rehab incentives
- Way finding
- Walking tours, education, etc.


DOMINION
CARPET
Coca-Cola

Artscape
in Old Town Winchester 2009
Artist: Benjamin Paige, III
Sponsor:
Incredible Flying Objects
Artscape
in Old Town Winchester 2009
Artist: José Antonio Perez
Sponsor: Preservation of
Historic Winchester
Artscape
in Old Town Winchester 2009
Artist: Radford Wine
Sponsor: MarketPlace Realty

Wayfinding

Banner Size: 30"x 84"
Take One!
Informational Kiosk
Take One!
Building Marker (attached)
Town Hall
Building Marker (Pediment)
Town Park
Primary Trailblazer
Downtown
Crooked Road
Visitor Info
Parking Sign
PUBLIC PARKING
Downtown Trailblazer
Downtown
Crooked Road
Visitor Information
Welcome to the Pound

Promotion
VISTA
Bring Them Downtown Again!
Drives Business

Take the lead on developing markets by strengthening and leveraging cultural history

Promotion

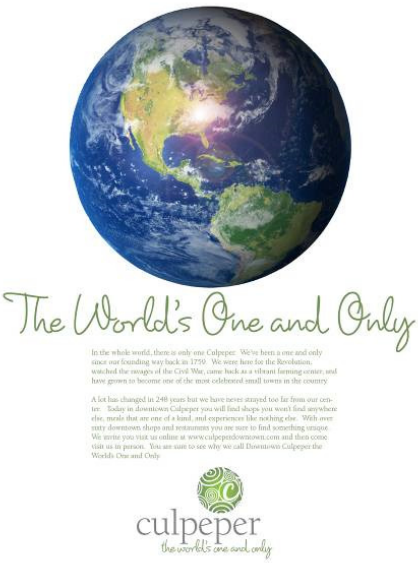
- Craft a marketing plan
  - Identify current assets & market position
- Create your commercial district brand
- Market-driven events
  - Business promotions
  - Image Building
  - Fundraising

Market Position Statement

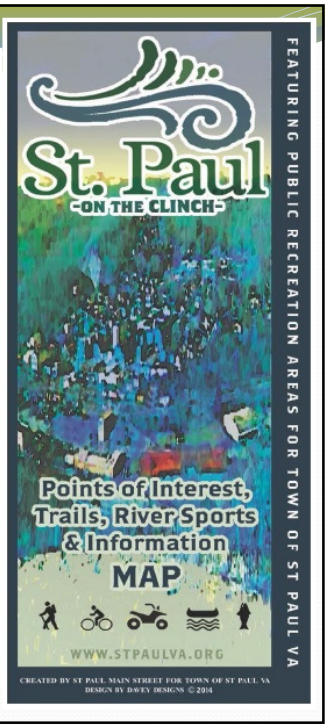
- Sample market position:

  A great place where creative individuals can choose from an eclectic selection of women's and children's apparel and accessories, home goods, and personal care products.

- **Who is the customer?**
- **What are the primary set of goods?**



St. Paul
A weekend of fun in the mountains... A weekend of fun in the mountains... A weekend of fun in the montains...
May 29, 30 & 31, 2014
Clinch River Days
St. Paul, Virginia
Compliments of the Town of St. Paul and the
St. Paul Industrial Development Authority
http://www.ClinchRiverFestival.com
VIRGINIA IS FOR LOVERS


St. Paul
-ON THE CLINCH-
FEATURING PUBLIC RECREATION AREAS FOR TOWN OF ST PAUL VA
Points of Interest,
Trails, River Sports
& Information
MAP
WWW.STPAULVA.ORG
CREATED BY ST PAUL MAIN STREET FOR TOWN OF ST PAUL VA
DESIGN BY DAVEY DESIGNS © 2014

Hometowns
=of the=
CLINCH
Click on markers
to play video
Clinch Clips
Clinch River Valley Initiative
www.clinchriverva.com
Tazewell
Richlands
Tazewell
Cedar Bluff
Honaker
Wise
St. Paul
Cleveland
Dungannon
Russell
Clinch River
Scott
Downtown Life
Entrepreneurship
Outdoor Recreation
Regional Stewardship
Appalachian Spring
click to watch this six minute video

Buy Local Campaigns

- Resources:
  - www.amiba.net

Take the lead on developing businesses by strengthening and leveraging entrepreneurs

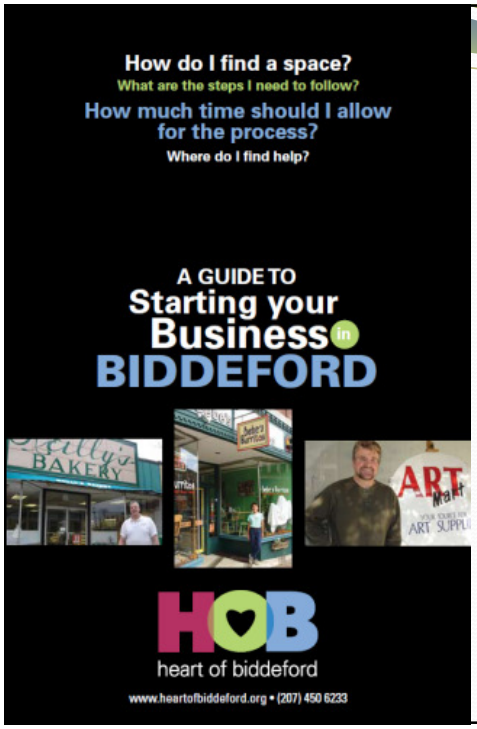
Economic Vitality

- Conduct market analysis
- Inventory existing buildings and businesses
- Assess needs of existing businesses
- Design and implement retention/assistance programs
- Proactively recruit and cultivate entrepreneurs
- Implement incentives

Farmer's markets in Virginia have grown from 88 in 2004 to 240 in 2014.

Steps For Filling Vacancies

1. Retain existing businesses
   - Prevent new vacancies
   - Help current businesses to expand or spin off
2. Prepare to passively recruit prospective businesses
3. Establish a solid business owner attraction program
4. Become an entrepreneurial support organization
5. Proactively recruit



- Market your Business Information Center and available human financial capital
- A Guide to Starting Your Business in Biddeford
- www.heartofbeddeford.org

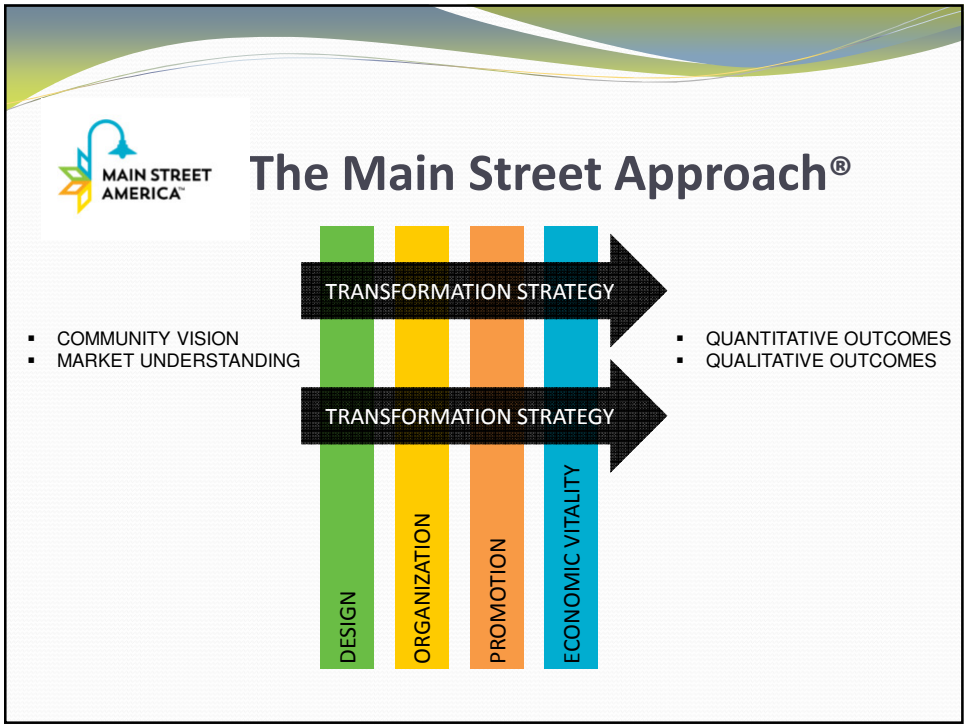
Economic Vitality

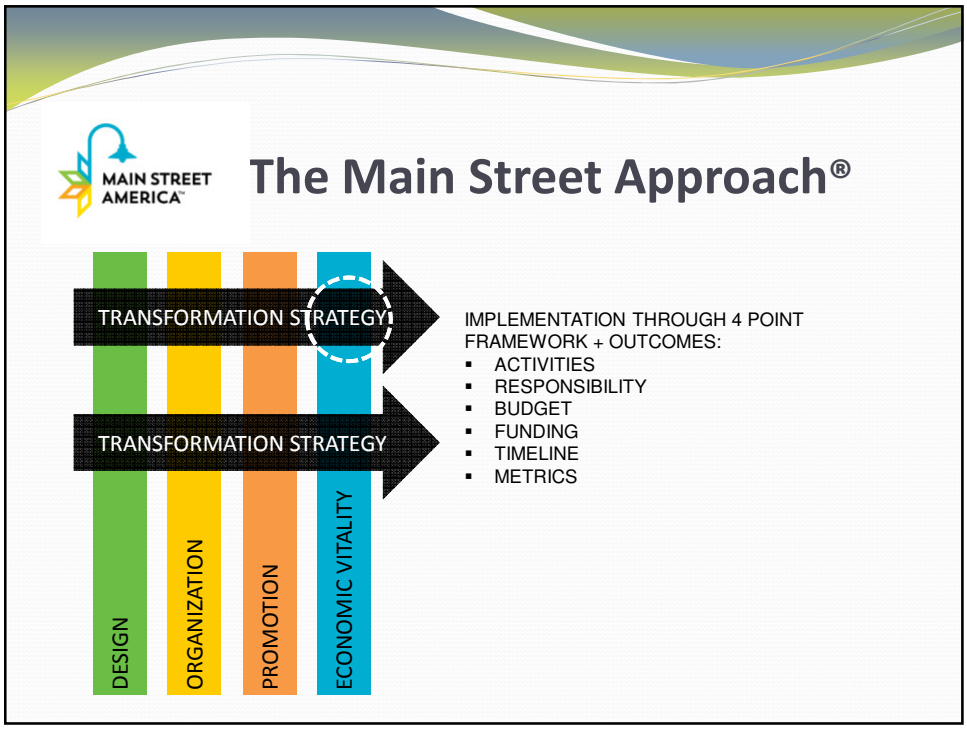
- Cultivate entrepreneurial spirit/culture
  - Create and maintain an entrepreneurial network
  - Attract entrepreneurs to the Main Street district
  - Be a downtown business information center
  - Facilitate access to existing human and financial capital

The Main Street Approach®

Three Tightly-Integrated Components

1. Community Visioning and Market Understanding
2. Transformation Strategies – Implemented through the Four Point Framework
3. Impact and Measurement


MAIN STREET AMERICA
The Main Street Approach®
TRANSFORMATION STRATEGY
TRANSFORMATION STRATEGY
COMMUNITY VISION
MARKET UNDERSTANDING
QUANTITATIVE OUTCOMES
QUALITATIVE OUTCOMES
DESIGN
ORGANIZATION
PROMOTION
ECONOMIC VITALITY


MAIN STREET AMERICA
The Main Street Approach®
TRANSFORMATION STRATEGY
TRANSFORMATION STRATEGY
IMPLEMENTATION THROUGH 4 POINT FRAMEWORK + OUTCOMES:
ACTIVITIES
RESPONSIBILITY
BUDGET
FUNDING
TIMELINE
METRICS
DESIGN
ORGANIZATION
PROMOTION
ECONOMIC VITALITY

The Main Street Approach®

Three Tightly-Integrated Components:

1. Community Visioning and Market Understanding(INPUTS):
   - Community Vision: What do people want?
   - Market Research: What can the market support?

Community Vision

Farmville's historic downtown is the ideal hometown with a bustling social and commercial community set in an architecturally diverse historic commercial district. In 2025, the district is:

- Rejuvenated, renewed, exciting;
- Robust with a range of retail shops, restaurants, visual and performing arts;
- A destination for area residents, college students, and visitors; and
- Home to special events celebrating pride in cultural and heritage.

The Main Street Approach®

Three Tightly-Integrated Components:

2. Transformation Strategies
   - guide the direction of the revitalization initiative
   - bring about substantive transformation
   - reflective of community vision
   - based on a solid understanding of the district's economic opportunities
   - implemented through the Four Point Framework
   - measurable
   - re-evaluated every 2-5 years

Transformation Strategy

Strategy: Fill Vacancies

Design
- Promote the façade grant program
- Work with VMS on getting design assistance for property owners
- Get businesses to leave window lights on at night

Promotion
- Conduct business promotions and encourage cross promotions between businesses
- Survey event attendees as to what businesses they would like downtown

Economic Restructuring
- Work with property owners to offer incentives to new businesses
- Host a Business Plan Contest
- Survey existing businesses – what are their needs
- Develop 10 reasons to locate here

Organization
- Put available space list on website
- Raise funds for new incentives for businesses
- Press coverage on activities of the ER committee events

The Main Street Approach®

Three Tightly-Integrated Components

3. Impact and Measurements (OUTPUTS)
   - Qualitative Outcomes
   - Quantitative Outcomes

Impact and Measurements (OUTPUTS)

Quantitative Outcomes

- Jobs created and lost
- New, retained and expanded businesses
- Closed, relocated, or downsized businesses
- Number of building rehabilitations and new construction projects
- Amount invested in each rehab or construction project
- Number of public improvements
- Amount invested in public improvements

What Works

- Aggressive management
- An independent organization of community-represented stakeholders
- Market-centered strategies
- Comprehensive incremental approach using all the Four (interrelated) Points

Part 3: Virginia Main Street Services

Designated Community Services

- Technical Assistance
  - Organizational assistance
  - Downtown marketplace plan development
  - Design assistance
  - Promotion development assistance
- Workshop Series
- Branding
- Public Relations
- Grants
- Scholarships

Mature Community Services Estimated annual value of $20,000

New Community Services Estimated value of $105,000 over 3 years

Who is eligible?

Communities with:

- Traditional, historic commercial district
- A downtown advocacy organization
  - Volunteer base
  - Paid Executive Director
- Local government support
- Private sector support

DHCD Community Affiliates

Requirements

- Employ the Main Street Four Point Approach
- Current community contact information
- Attend trainings

Services

- Telephone consultation
- Main Street Information Sessions
- Workshop Series
- Organizational assistance

Part 4: Q&A

Contacts . . .

National Main Street Center

- www.mainstreet.org
- Main Street Now Conference, Milwaukee, WI
  May 23-25, 2016

Virginia Main Street

- www.dhcd.virginia.gov/MainStreet
- **VMS Blog** - https://dhcdvms.wordpress.com/
- VMS Conference, Staunton, VA
  July 11-13, 2016